

A Work Project, presented as part of the requirements for the Award of a Master Degree in  
Management from the NOVA – School of Business and Economics.

Recommendations for Developing a Brand of a New Nova School of Business and  
Economics Knowledge Center

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## **Abstract**

The aim of this Work Project is to recommend a brand identity, a brand positioning, and brand elements for the Center of Leadership for Impact brand. This brand is a Knowledge Center of Nova SBE, that has not been launched yet. The methodology followed three steps: a literature review on branding, a benchmarking analysis of similar Knowledge Centers linked with Business Schools and a qualitative study next to stakeholders. The purposes were to identify best practices in Higher Education, to understand how the brand managers want the Center to be perceived, and how it fits with the Nova SBE's strategy.

**Keywords:** Leadership for Impact, Knowledge Center, Brand Development, Branding in the Not-for-profit Sector

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## **Introduction**

This Work Project will be focused on a Nova School of Business and Economics' (hereinafter, Nova SBE) Knowledge Center named Leadership for Impact (LFI) and the development of its brand. LFI is the result of the merging between two Knowledge Centers: an already existing one, Leadership & Society Center, and a new Center conceptualized as Nova Social Impact Center. The merger was due to the fact that the "society" and the "social impact" aspects were understood to redundantly addressing similar issues and duplicating resources. The value proposition of the Center of Leadership for Impact is to promote leadership skills that transform leaders into agents of change prepared to find innovative and sustainable solutions to proactively address the growing challenges of society.

The Work Project will recommend a brand identity and a brand positioning based on a brand strategy model and on a non-profit brand framework. There are two main reasons why it is important to develop the identity, positioning, and strategy for the brand: 1) the Center is evolving from two Centers, and so the notion of brand identity of those involved may be different; 2) the Center is still being developed and it is important that all actions are based on the same identity so there is a cohesion in all Center's brand efforts.

## **Study Description and Objectives**

The student was requested to develop recommendations on how to develop the brand for the Center of Leadership for Impact. To that purpose, a literature review on branding, a benchmarking analysis of Knowledge Centers and a qualitative study next to brand managers of the Center and the head of Nova SBE's Communications Office was performed. Two key frameworks were used to develop the brand: brand identity based on Kapferer's Brand Identity Prism (Kapferer, 2012) and brand positioning based on Keller's customer-based brand equity model (Keller, 2012). The recommendations will all be taking into consideration a Kapferer's

Brand Strategy model (Kapferer, 2012) and a non-profit related framework named Nonprofit Brand IDEA (Kylander and Stone, 2012).

Furthermore, it is important to mention that since this Work Project was developed simultaneously with the development of the Center, some transformations occurred during this time. Additionally, the Center has not been officially launched yet.

## **Context of Study**

### **Nova SBE and its Knowledge Centers**

Founded in 1978, Nova School of Business and Economics (Nova SBE) is part of the Universidade de Lisboa, and it is currently considered as the most prestigious business school in Portugal, being ranked first place in the ranking of best Business Schools in Portugal by Eduniversal (2017). Nova SBE is ranked the 25<sup>th</sup> best European Business School in the annual Ranking of Financial Times (2017), and its masters are, likewise, well positioned, being the International Masters in Management and the International Masters in Finance in the respective rankings in the top 20 worldwide (Financial Times, 2017). Its vision is “to be among the best in Europe”, more specifically to be between the ten best Business Schools in Europe (Traça, 2015).

Like most of Schools, Nova SBE has Knowledge Centers to complement and support the academic activities and services. These Centers are extremely important to add value to the Nova SBE brand, once they contribute to an outstanding education experience and give access to excellence research, while they signal the School’s principal areas of expertise. Currently, Nova SBE has five knowledge Centers: Nova Finance Center, Healthcare Initiative Research, NOVAFRICA, Economics for Policy, and Nova Center for Environmental Economics.

The Nova Finance Center combines all the human resources and activities in the Finance area of Nova SBE, and it was developed with the goal of reinforce the cooperation between the

School and the financial industry, through an improved research and education in finance. Nova Healthcare Initiative Research (NHI) is Nova SBE's Knowledge Center that operates in the areas of Health Economics, Health Management, Health Policy, and Public Health, by supporting research activities, training and services. NOVAFRICA is focused on producing research in business and economic development in Africa, more precisely in the Portuguese-speaking countries, and it aims to advise the stakeholders through consultancy, training, and operational and strategic recommendations. Two other Centers are also in the process of being created: Economics for Policy and Nova Center for Environmental Economics. Economics for Policy has the purpose to apply essential economics tools to pertinent issues in public and business policy, through projects, academic research, and teaching faculty. The latter is a Knowledge Center that produces academic research and policy advise related to the economy of the environmental and natural resources.






	<b>Logo</b>	<b>Website</b>	<b>Social Media</b>
<b>Nova Finance Center</b>		URL is inside Nova SBE's URL	Facebook Page
<b>Healthcare Initiative Research</b>		"novasbe.unl.pt" extension, same template as Nova SBE's website	Facebook, Twitter, and LinkedIn page
<b>NOVAFRICA</b>		Own URL ("novafrica.org"); predominant colours: black, brown and white	Own blog
<b>Economics for Policy</b>		"novasbe.unl.pt" extension; predominant colours: blue, yellow, green	Separator "media" with the latest research done by the faculty
<b>Nova Center for Environmental Economics</b>		"novasbe.unl.pt" extension, similar template as Nova SBE's website	Not applied

Table 1 - Nova SBE's Knowledge Centers brand elements and online communication presence.  
Source: See <sup>1 2 3 4 5</sup>

In the table above, we can see the differences between the five Nova SBE's Knowledge Centers. NOVAFRICA and Economics for Policy stand out the most, once they have its own logo. Even so, NOVAFRICA is the only one that has its own URL and website. In conclusion, most of the Centers are all deeply connected to the Nova SBE brand, with the logo standardized and URL either inside Nova SBE's URL, or as an extension of it.

### **Center of Leadership for Impact (LFI)**

The world is facing several social challenges and problems, such as inequality, climate change and poverty. There is a global call to address these challenges, and currently it is possible to observe the efforts that the society and all types of organizations are doing to fight the adversities. Nova SBE is aligned with these efforts and it is committed in the last years to have a societal impact, through several activities. The development of the Center of Leadership for Impact (LFI) is an example of that.

The Center of Leadership for Impact is the result of the merging between two Knowledge Centers: Nova Center for Social Impact, and Leadership & Society Center. Nova Center for Social Impact is a Center that was not launched, but that was created with the vision of becoming a reference in creating high impact innovative solutions addressing the most relevant societal challenges, while it also worked as a platform to create and share knowledge on management and economics areas applied to contribute to solve social problems. Similarly, the mission of the Leadership & Society Center was to contribute with research and leadership development to a conscientious corporate and social world. The merger happened because both were following similar directions, with the concepts of “social impact” and “positive leadership” being deeply connected. Firstly, they both contribute to the perspective of Nova SBE on how it wants to be perceived and on the skills that it wants to develop on their students. Secondly, to have impact in society there is a need to have certain skills, that are developed

within leadership. Additionally, for the social impact to become mainstream, there is a need to involve the existing organizations through leadership.

The most important objective of the Center is to empower leaders to be agents of positive change in society, and therefore to have a leadership with impact. It is important to create conditions that allow the individuals and organizations to develop themselves while they face the societal challenges, so that a positive social transformation can happen. Thus, the LFI has a direct impact in the society with the projects that develops, but also a longstanding impact, through the change of mentalities of the students, that are the leaders of tomorrow.

The LFI offers 3 major services: “wavemakers”, “bespoke services”, and “knowledge hub”. Wavemakers is a system thinking and tipping point design prototyping; an accelerator that has the objective to support the development of sustainable business models for social enterprises; and an incubator that will be located at the new Carcavelos Campus and has the objective to support entrepreneurial projects validated by the Accelerator. Bespoke services are customized programs offered to organizations, including consultancy, coaching and journeys, and impact measurement. The knowledge hub is the creation and co-creation of knowledge, data science, and collective intelligence, that are whether scientific research, such as master thesis, or applied research, such as case studies.

## **Literature Review**

**Brand conceptualization:** As stated by The American Marketing Association (AMA), a brand is a “name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers”. But a brand can be much more than that, “defining a brand in terms of having created awareness, reputation, prominence and so on in the marketplace” (Keller, Apéria and Georgson, 2012: 2). Thus, branding is truly important to differentiate a company or organization, whether is creating rational and tangible differences,



or symbolic, emotional and intangible differences, the last ones associated to what the brand represents (Keller, 2012). There are two very important and crucial tools to modern competition, brand identity – *specifying the facets of brands' uniqueness and value* - and brand positioning – *the main difference creating preference in a specific market at a specific time for its products* (Kapferer 2012: 171).

### **Branding a Not-for-Profit Organization**

The branding models and terminology used in the non-profit industry remains the ones imported from the for-profit sector, with the brand representing much more than the logo and the other visual elements. However, there are a few non-profit branding conceptual frameworks being proposed (Kylander and Stone, 2012). Consequently, this Work Project is going to recommend a brand development based on four principles of a framework named Nonprofit Brand IDEA. This framework was developed with the purpose to guide brands to “sustaining their social impact, serving their mission, and staying true to their organization’s values and culture” (Kylander and Stone 2012: 37). The authors defend that the alignment of a common brand identity and a clarity in brand positioning by its brand managers and people involved in the organization results in a greater trust with external stakeholders and in a stronger internal cohesion. Strong external trust attracts more talent, financial and authority, while a cohesive organization is capable of doing a more efficient and focused use of existing resources. The result is an organization with a bigger organizational capacity and a greater social impact (Kylander and Stone, 2012).

The Nonprofit Brand IDEA framework is based on four principles: integrity, democracy, ethics, and affinity (IDEA). Brand integrity defends that the organization’s brand identity should be aligned with its external image, and that both should be align with the mission. A brand with high structural integrity can achieve, internally, a common sense of why the people involved are doing what they are doing and why the organization matters in the world, and, externally,

has the ability of capture the mission in its external image. Brand democracy means that the organization trusts everyone involved to communicate their own perception of the brand's core identity. Brand ethics stands for an alignment of the organization's values and culture with the internal identity and the external image. Brand affinity is related with the capacity of the brand to make collaborations and partnerships easily and to work well associated with other brands and organizations (Kylander and Stone, 2012).

### **Brand Strategy, Identity, Positioning and Brand Elements**

**Brand Strategy:** In accordance with Kapferer (2012), the brand strategy can influence the content and the values of a brand, as far as the degree of variety that a brand can offer under the Corporate Brand's name. Thus, the brand architecture and the characteristics of the brand model that its inserted in affects the brand identity and the brand elements.



*Figure 1 - Branding architecture types according to Kapferer (2012), and its relationship with the Corporate Brand. Source: Catherine da Silveira*

There are six main branding architecture types (Kapferer, 2012), represented in the figure above. It is possible to comprehend that the brand strategies differentiate themselves by how much connected they are with the corporate brand.

**Brand Identity:** As Kapferer (2012) states, identity is to stipulate the brand's meaning, aim and self-image. Thus, identity stands on the sender's side, which means that is what the organization wants to project, what it stands for and what makes it unique and different. Consequently, identity is what it comes before image, that it is the interpretation and the result of the projected identity. It is important that the organization has a clear idea of what it wants

to transmit to the outside, because it has a powerful influence on how the brand is going to be perceived, and that can affect the brand strategically in the long term.

This way, Kapferer's (2012) Brand Identity Prism highlights six key elements to brand identity. Those are Physical, Relationship, Customer Reflection, Personality, Culture and Self-Image. Kapferer (2012: 187) states "the brand identity prism demonstrates that these facets are all interrelated and form a well-structured entity. The content of one facet echoes that of another. The identity prism derives from one basic concept – that brands have the gift of speech. Brands can only exist if they communicate".

The Physical facet relates to the most salient brand features and qualities, the ones that should evoke to people's minds when mentioned. Relationship refers to the brand relationship with its consumers and what it has to offer them. Customer Reflection is related to the desired customer that the brand wants to address. The Personality side of the prism is the character that the brand would have if it was a human person. The Culture is the system of principles and values nourishing the brand inspiration. Lastly, Self-Image refers to the brand aspired internal mirror, what it is expected that the consumers feel when using the brand, and how they see themselves.

Unlike brand identity, brand image is on the receiver's side. It is the consumers' perceptions about a brand, as reflected by the brand associations held in the consumer memory (Keller, 2012). Therefore, it is a reflection not only of the brand identity, but also of the way it is communicated, so it strongly depends of the brand communication strategy and the marketing approach. As Kapferer (2012: 175) explains, "an image results from decoding a message, extracting meaning, interpreting signals".

**Brand Positioning:** Keller (2012: 95) states "positioning, as the name implies, involves finding the proper "location" in the minds of a group of consumers or market segment so that they think about a product or service in the "right" or desired way. Positioning is all about identifying the

optimal location of a brand and its competitors in the minds of consumer to maximize potential benefit to the firm”. Accordingly, his approach is based on the customer-based brand equity model, where there is a need to establish a frame of reference (“by identifying the target market and nature of competition”) and the optimal points of parity and points of difference. As follows, it is necessary to determine: who the target audience is; who the competitors are; how the brand is similar to these competitors; and how the brand is different from these competitors. Keller (2012: 97) defines market as “the set of all actual and potential buyers who have sufficient interest in, income for and access to a product” and the market segmentation “involves dividing the market into distinct groups of consumers who have similar needs and consumer behaviour and thus require similar marketing mixes”. Points of Parity are the associations that are also shared with other brands, and they can be divided in two types, category Points of Parity, necessary conditions for a brand to be considered legitimate, and competitive Points of Parity, associations intended to negate competitors. In the other hand, Points of Difference (POD) “are attributes or benefits that consumers strongly associate with a brand, positively evaluate and believe that they could not find to the same extent with a competitive brand”. There are three desirability criteria for POD that must be satisfied for them to be sufficiently desirable to have the potential to be considered by consumers as a viable positioning alternative. They are relevance, “target consumers must find the POD personally relevant and important”; distinctiveness, “target consumers must find the POD distinctive and superior”; and believability, “target consumers must find the POD believable and credible”.

After analysing these factors, we can write the positioning statement, which states the target, frame of reference, unique attributes or Points of Difference, and the reasons to believe.

**Brand Elements:** Brand Elements are components of the brand that serve to identify it and differentiate it. These can be logos, symbols, URL’s, characters, or any visible part of a brand. Thus, as Keller (2013: 128) states, brand builders “should choose brand elements to enhance

brand awareness; facilitate the formation of strong, favourable, and unique brand associations; or elicit positive brand judgements and feelings”.

There are six general criteria for brand elements: memorable (easily recognized and recalled), meaningful (descriptive and persuasive), likable (fun and interesting, rich visual and verbal imagery, aesthetically pleasing), transferable (within and across product categories; across geographic boundaries and cultures), adaptable (flexible and updatable), and protectable (legally and competitively). The first three criteria are meant to build brand equity and are part of the offensive strategy. In the other hand, the last three criteria are intended to play a defensive role in the brand’s strategy to maintain and leverage brand equity (Keller, 2013).

### **Study Methodology**

In order to provide informed recommendations, this Work Project will be based on a benchmarking analysis and a qualitative study. First, to have a profound understanding of what the Center of Leadership for Impact brand stands for, how the brand managers want it to be perceived and how that fits with Nova SBE’s brand strategy, an exploratory research focused on the qualitative side was conducted. Secondly, to understand which are the best practises in other similar Knowledge Centers, which are the common brand elements used, and what are some points of difference and parity of the Center of Leadership for Impact compared with the other similar Knowledge Centers, a benchmarking analysis was performed.

An exploratory research is a technique that allows us to ask open questions in order to gain insights about a certain topic about which we do not know much (Saunders, Lewis and Thornhill, 2012). A qualitative approach is used to discover ideas and to better understand the underlying reasons and motivations of a small sample. It can be used when the subject of the research cannot be measured in a quantitative manner, as is the case of trying to perceive how brand managers identify their brand.

Thus, the qualitative study was executed through face-to-face in-depth semi-structured interviews with a total of six respondents. Five of those respondents are brand builders who have a key role in LFI, and the sixth respondent is the head of the Nova SBS's Communications Office. The interviews with the brand builders had the purpose of understanding the brand's main objectives, possible brand identity (focused on the Relationship, Customer Reflection, Personality, and Culture facets of Kapferer's Identity Prism), and possible Brand Positioning. The interview with the Nova SBE's Communications Office had the purpose of understanding what are Nova SBE's future strategies, what are the core values and identity of Nova SBE's brand, and how does the LFI's brand fit in Nova SBE's brand.

This technique was chosen based on four categories: the purpose of the research, the significance of establishing personal contact, the nature of the data collection questions, and the length of time required and completeness of the process (Saunders, Lewis and Thornhill, 2012). Since the objective of this research is to understand the positioning of the Center of Leadership for Impact and to develop its brand, it was performed an exploratory study through in-depth interviews. This is an adequate approach as it is necessary to comprehend the reason for the decisions that the respondents have taken, and to comprehend their attitudes and opinions (Saunders, Lewis and Thornhill, 2012). The personal contact is also important once it allows to have a better understanding of the non-rational feelings, thoughts and ideas of the interviewee, which are important in accessing the identity of the brand. Since the nature of the questions demands a complex and open-ended answers, once again in-depth interviews are necessary. Lastly, there is a need to cover a large variety of issues to have the clearest idea of what the brand stands for and how to apply that to the branding aspects covered in the Work Project, therefore the in-depth interview is the best means to achieve the most complete research possible.

The six in-depth interviews were conducted in the space of two weeks (24 November – 6 December) and they took place in Nova SBE's campus, in the Nova SBE's offices of Avenida Ressano Garcia, and via skype. The interviews lasted between 20 and 90 minutes. The interview guides and the list with the details of each respondent and each interview can be found in appendix (Appendixes 1, 2 and 3). All the interviews were recorded and further analysed. *If required by the juris, the full Excel document and the interviews' records can be presented.*

A benchmarking analysis of Knowledge Centers was conducted. A benchmarking analysis is a process of comparison concerning the performances of different organizations with the purpose of improvement (Beckford, 2002). It was applied to this study because it is extremely useful to know the best practises of the already existing Knowledge Centers, not only to make sure that the LFI meets the basic standards, but also to know in which points it differentiates from the others.

Once examine all the Schools worldwide was inconceivable and unnecessary, there was a need to make a selection of Schools to be considered. The criteria used to make this selection was to choose the top 15 best European Business Schools (total of 17 Schools), according to the annual Ranking of Financial Times (2017), since Nova SBE desires to be ranked in this group. The full list can be found in appendix (Appendix 4). The study was concentrate in exanimate content available online, particularly through the screening of the Schools web pages. The main objective of this benchmarking analysis was to understand if the Schools studied have a social innovation, social entrepreneurship, social impact, leadership for social good, or similar Knowledge Center, and what are the existent best practises. The study was conducted with the assumption that if a School has one of these Knowledge Centers, that there is reference in their website or that the Center has its own webpage.

## **Main Findings**

### **Qualitative Study**

The interviews with the brand managers were fundamental to understand the essence of the Center and how it is perceived by the different brand managers.

The aim of the LFI is to create leadership with a positive impact and make it mainstream in the School. One of the challenges is to link all the stakeholders so that all can collaborate to solve the predominant problems of the society. The stakeholders are the students, the alumni, the faculty, the corporate partners, other Nova SBE Knowledge Centers, the non-teaching staff, the Corporate Relations, the Research Office, the Nova Solutions Office, the Communications Office, the Masters Office, Students Clubs, social entrepreneurs, not-for-profit organizations, and policy makers. It is important that the LFI can translate the pure scientific research to useful knowledge that the leaders can easily understand and use to make impact. The strategy of the Center is naturally aligned with the strategy of the School, since Nova SBE although already has impact, it is still deeply connected with the scientific community, and the LFI can be the link to reach to the society. The Center can contribute to attract more talent and more funding, once there is a wave of funding in Europe related to social impact and innovation, and thus helping the School to reach its mission to become one of the top 10 best European Business Schools.

The findings are all reflected in the recommended brand identity and recommended brand positioning, and were essential to its construction.

The interview with the head of the Nova SBE's Communications Office, was truly important to understand Nova SBE's future strategy and how does the objectives of the School fit in with the Knowledge Centers.



Nova SBE has a strategic plan to achieve its vision to become one of the ten best European Business Schools, and the most important part is related to the School's brand and its internationalization, more precisely how Nova SBE's brand can be internationally recognized. Regarding the positioning, Nova SBE is presently positioned as a disruptive school, focused in the future and innovation, and with an avant-garde vision, but it is not recognized globally, despite the increasing of international students and faculty. Even so, Nova SBE's ambition is to become a Global School and is looking for a strategy to internationalize its brand.

Concerning Nova SBE's brand preposition value, there are four main key attributes: lifestyle, community, impact, and purpose. Lifestyle is related to the way of life of Cascais, Lisbon and Portugal: the welcoming culture, the security, the affordable lifestyle, the beach, the gastronomy, among others. Combined with the lifestyle, there is the community, that represents not only the Nova SBE's students and faculty, but also the alumni, the corporate partners, and all the stakeholders, internal or external. The purpose resides in the intention of Nova SBE to help their students to discover their own purpose, whether through the link to the corporate partners, or through the link to the Knowledge Centers, among others. The impact is deeply related to purpose, and it is referring to make a positive change in society and enforce the responsibility of trying to make the world a better place. Additionally, the values that characterize Nova SBE are rigor, impact, vanguardism, connectivity and worldliness. Nova SBE aspires to be a place where their students can learn and develop a critical thinking, and encourages them to always take action in what they do, despite all the challenges that they may face in the future.

## Benchmarking Analysis

To systemise the study of all the universities selected, the analysis was based on three essential questions.

University	Country	Does not have a Social Impact related	Name of the Knowledge Center	Research offer	Teaching offer	Consultancy, coaching and/or training offer	Incubator and/or accelerator	Own Logo	No logo/Logo with university logo template	Website inside university	Own Website	Other Social Media
London Business School	UK		Business for Development Institute	x	x			x		x		News
HEC Paris	France		Society & Organizations Center	x	x		x		x	x		News, newsletter
IE Business School	Spain	x										
University of St Gallen	Switzerland		Center for Leadership and Values in Society	x					x	x		News
Insead	France		Social Innovation Centre	x	x				x	x		News, publications and newsletter
SDA Bocconi	Italy		Impact Investing Lab	x					x	x		
Iese Business School	Spain		Center For Business In Society	x	x				x	x		News, publications
Esade Business School	Spain		Institute for Social Innovation	x		x			x	x		Twitter, Blog
Rotterdam School of Management, Erasmus University	Netherlands		Erasmus Centre for Strategic Philanthropy	x	x	x			x	x		News, LinkedIn
IMD	Switzerland	x										
University of Cambridge: Judge	UK		Cambridge Centre for Social Innovation	x	x		x		x	x		News, Facebook, LinkedIn, Twitter, Blog
University of Oxford: Said	UK		Skoll Centre for Social Entrepreneurship	x	x				x	x		Facebook, Twitter, YouTube, Blog, Newsletter
ESCP Europe	FR / GB / DE / ES / IT		Business and Society - Towards a Sustainable World (SustBusy)	x	x			x			x	News
Edhec Business School	France	x										
City University: Cass	UK		Centre for Charitable Giving and Philanthropy	x				x			x	News, Twitter, Slideshare
Warwick Business School	UK	x										
Mannheim Business School	Germany	x										

Table 2 - Benchmarking Analysis Summary. Source: See <sup>6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17</sup>

First question: What services or products should the Center of Leadership for Impact provide?

In all the cases analysed, the Knowledge Centers include research in its offer, which was expected once is the main feature of a Knowledge Center. Similarly, in the majority of the Centers, there is also a teaching offer complementing the services. When it comes to the consultancy, training and/or coaching services, only two Centers present them: the Institute of Social Innovation and the Erasmus Centre for Strategic Philanthropy. Likewise, only two of the Knowledge Centers analysed offer an incubator or/and accelerator services: the Society & Organizations Center and the Cambridge Centre for Social Innovation. It is possible to conclude that the Center of Leadership for Impact has the most complete offer of the analysed cases, which represents an advantage that makes it more unique.

Second question: Should the Center of Leadership for Impact have its own logo or utilize a Nova SBE's template?

In most of the cases analysed, the Centers do not have their own logo, but instead the logo is integrated in the respective University's logo, or in some cases do not have a logo at all. The exceptions are the Business for Development Institute, the Business and Society - Towards a Sustainable World, and the Centre for Charitable Giving and Philanthropy.

Third question: Should the Center of Leadership for Impact have its own independent website, or should it be an extension of the university URL?

Only two of the analysed Knowledge Centers have their own URL: Business and Society - Towards a Sustainable World, and the Centre for Charitable Giving and Philanthropy. These seem to be the Centers with the most independence from the University brand, since both also have their own logo. The other Centers websites are all inside the University's URL, representing the most common practise.

All the Centers' websites have a separator with the latest news connected to the Center, and most of them also worked as a platform to share research done by the respective members.

Finally, of the 17 Schools currently in the top 15 ranking of Best European Business Schools, according to the Financial Times (2017), 12 have a Knowledge Center in a similar area of action of the Center of Leadership for Impact. It is possible to conclude that the top Business Schools are investing in knowledge hubs that can impact the society and influence its students to think in a collective way, where they can matter about the community where they are inserted. Since Nova SBE's vision is to become one of the top 10 Business Schools in Europe, this highlights the importance of the Center of Leadership for Impact in achieving this goal, since it is a frequent practice in many Excellence Business Schools in Europe.

## **Main Recommendations**

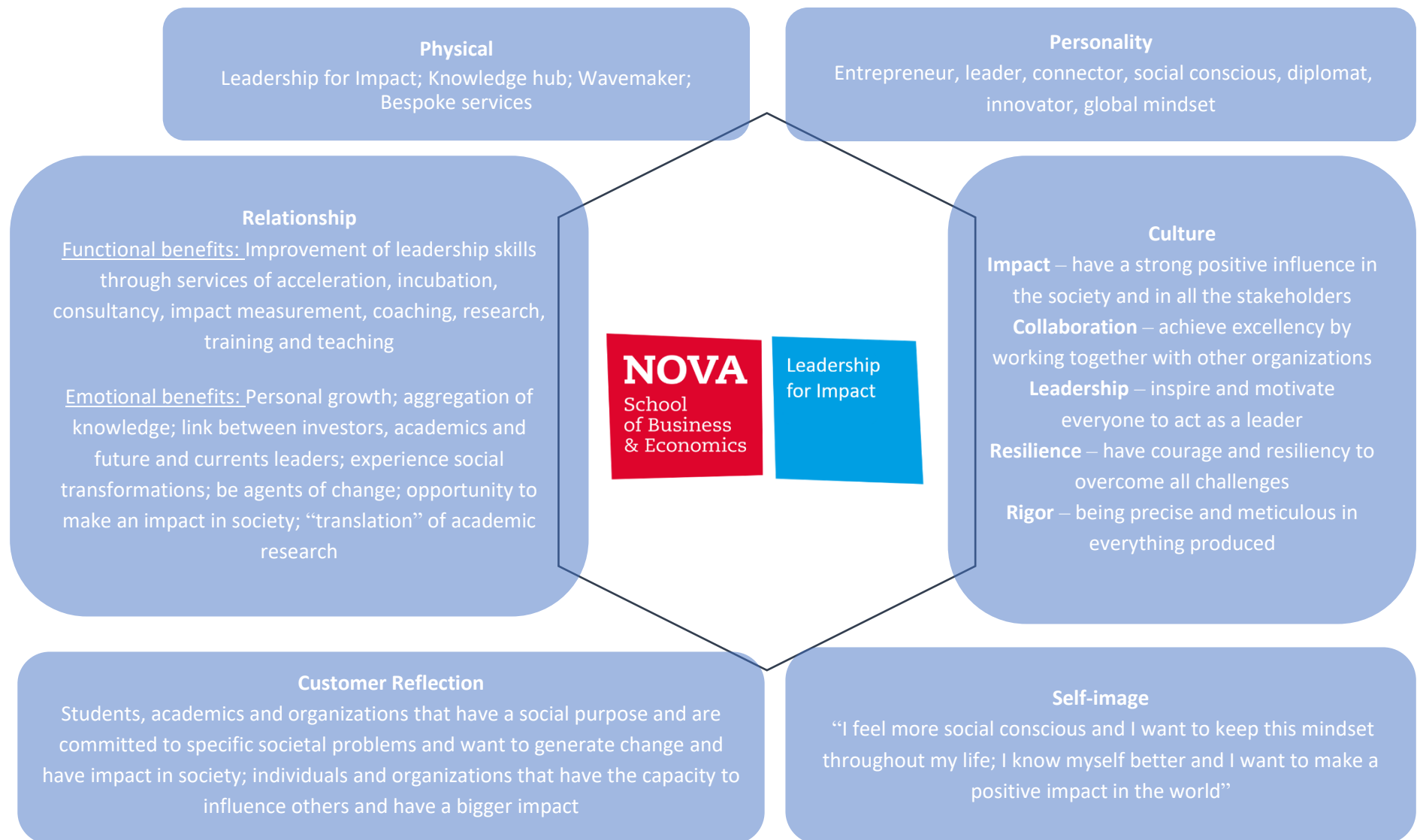
After having conducted the qualitative study and benchmarking analysis, I am now capable to recommend a brand strategy, identity, positioning and brand elements.

## **Brand Strategy**

This Work Project recommends a Source Brand strategy. This type of brand must respect the core values, identity and spirit of the Mother Brand, but at the same time enrich it and add value. It is quite similar to the Umbrella Brand strategy, except in one crucial point, it has its own brand name (Kapferer, 2012). The reason why this is the best strategy to the Center of Leadership for Impact is the fact that it was created to add value to Nova SBE brand and reputation, but has a strong necessity to keep the School's identity and core values. The Center of Leadership for Impact supports two of Nova SBE's value proposition attributes - *purpose* and *impact* – with its mission to have a positive impact in society. It is also in accordance with the School's main principles and values: rigor, impact, vanguardism, connectivity and worldliness. Therefore, the Center of Leadership for Impact has a strong relationship with the Nova SBE brand, which should be taken into consideration in all Center's branding aspects, such as brand identity, brand positioning, and brand elements.

## **Brand Identity**

The brand identity is exposed below. The name, Leadership for Impact, and the products of the Center should be the physical aspects to evidence in the brand. The personality facet should represent the behaviour of the LFI simultaneously with the people involved. The culture is characterized not only by the values of the Center, but also by the values of Nova SBE. The self-image portrays the intended thoughts in its audience: "I feel more social conscious and I want to keep this mindset throughout my life; I know myself better and I want to make a positive impact in the world". The costumer reflection is represented by organizations and individuals that have a social purpose and are committed to generate change and have impact in society, but that at the same time can influence others to do the same. Finally, the relationship exposes the offer to its audience, that it is summarized in the improvement of leadership skills while having a positive impact in society.



*Source: Author, based on Kapferer Brand Identity Prism (2012) and on the qualitative study conducted*

## **Brand Positioning**

**Who the target audience is:** The LFI has four main targets: investors, future leaders, current leaders, and academics. More precisely, the investors are dominant business organizations, not-for-profit organizations, and individuals that have a social purpose and are committed to specific societal problems and want to generate change. The future leaders are all Nova SBE's students, whether driven by profit creation, by the social value creation or by both. The current leaders are executives in positions of power with a great potential to have an impact in the system and contribute to the resolution of social problems. Academics are Portuguese and non-Portuguese academics with scientific expertise and teaching know-how, that are interested in having impact and are looking to cross their area of expertise with social areas to make an impact.

**Who the competitors are:** Since there are four main target clients, the competitors can be identified by target. The main competitors to the investors target are social consulting companies, such as *Sair da Casca*; Knowledge Centers from other Schools, such as *Society & Organizations Center*; entrepreneurial initiatives, such as *Junior Achievement Portugal*; and well-known and trusted foundations and social organizations, such as *Fundação Calouste Gulbenkian*. The main competitors to the future leaders' target are other Nova SBE's Knowledge Centers, such as *NOVAFRICA*; volunteer programs, such as UN volunteer programs; and student clubs, such as *AIESEC*. The main competitors to the current leaders' target are consultancy companies, such as *PWC*, other Schools that offer executive education, such as *Católica Lisbon*; other Knowledge Centers, such as *Nova Finance Center*; and other organizations that can offer training in social entrepreneurship, such as *IES-Social Business School*. Finally, the main competitors to the academics' target are other Nova SBE's Knowledge Centers, such as *Nova Healthcare Initiative Research*.

**How the brand is similar to these competitors:** There are points of parity that can be mentioned to each target. Regarding the investors target, this Center presents opportunities for investors to spend their social investment budget. Regarding the future leaders' target, this Center is one more opportunity where the students can develop themselves, namely finding their purpose, while contributing to solve social and economic problems. In the case of the current leaders' target, the Center is one more option offering training and consultancy services. Considering the academics' target, the Center offers support for them to develop their research with impact.

**How the brand is different from these competitors:** There are a few Points of Difference that differentiate the Center from the other brands. Regarding the investors, the LFI is going to develop financially sustainable solutions with significant positive impact on people and process and verify whether their investment has contributed to the resolution of social problems. Accordingly, the investors do not just spend their money, they are going to have return in form of profit and impact in their organizations and society. Additionally, the LFI works with the support of Nova SBE, that allows it to deliver knowledge to different sectors and different industries. Considering the future leaders, the point of difference of the Center is that incorporates self-development and social impact in their training as future leaders in management and economics. LFI helps the current leaders to learn how to promote positive transformations inside the organizations. The Center aims to capacitate the leaders to be positive agents of change while it listens and involve them to co-create solutions and instruments to solve the social problems. Considering the academics, the LFI gives them the opportunity to become changing agents of the society, it gives them visibility and can finance some of their research projects.

In general, the business model itself is quite unique: the mission to have impact and to change the mentalities of the students and current leaders of society, and to utilise the students as an

essential resource to the projects, that are fed by investors, and that also have as output knowledge created by the academia. Having the support of Nova SBE's ecosystem is also fundamental, once it gives access to alumni, corporate partners, investors, exceptional students, academia in the most diverse fields, partnerships, CEMS network, and international cooperation.

**Positioning Statement:** For students, academics, individuals and organizations that have a social purpose and want to generate change and have positive impact in society [target], the Center of Leadership is a brand that offers the services of acceleration, incubation, consultancy, impact measurement, coaching, research, training and teaching [frame of reference], which provides an unique link between students, academia, current leaders and organizations to improve leadership skills and to find innovative and sustainable solutions to address the problems of society [unique attributes], with the support of Nova SBE's structure, and the access to exceptional talent – students and faculty [reasons to believe].

### **Brand Elements**

The brand elements of the Center of Leadership for Impact must be aligned with Nova SBE's future branding guidelines, once there will be a standardization of Nova SBE's brand to all segments. This means that all the brand elements should follow Nova SBE's brand template, so it is easy to recognise that the Center is a Nova SBE's related brand, and hence it can contribute to add value and highlight its mission. This is also in accordance with the insights gathered in the benchmarking analysis. Thus, the LFI's logo should be incorporated in the Nova SBE's logo, similarly to the logos of Nova Finance Center, Healthcare Initiative Research, and Nova Center for Environmental Economics (represented in table 1). I also recommend that the website follows the Nova SBE's template with red and blue as the predominant colours and, once again in similarity with other existing Knowledge Centers (Healthcare Initiative Research,



Economics for Policy, and Nova Center for Environmental Economics), be a “novasbe.unl.pt” extension.

### **Discussion and Main Limitations**

During the interviews with the brand managers, I notice that many concepts related with the brand identity of the Center were disparate, mainly because of the different perspectives of the brand managers that initially were involved in the Nova Center for Social Impact, and the ones that were involved in the Leadership & Society Center. Ideally, the Brand Identity recommended in this Work Project will help the brand managers to embrace a common and strong brand identity and stay true to its mission, and thus build organizational cohesion and concentrate the focus, strengthening the shared culture and values, and producing an exterior image consistent with its beliefs.

Since there is a lot of competition linked with the different targets audience, it was challenging to draw a positioning statement that ties and connects the positioning of all the targets. Additionally, Nova SBE is starting a new strategy that is not acknowledged yet, which makes it difficult to find a positioning that can long stand in the long term with the unknown strategy. Expectantly, the recommended brand positioning developed will bring clarity and contribute to a greater social impact.

The most significant limitation was that the development of the brand was done only by hearing the brand managers. Ideally, the study should also have the point of view of other stakeholders, such as academy, students or corporate organizations. This was not possible due to resource limitations, such as time. This Work Project was developed while the creation of the Center of Leadership for Impact was still in progress, so during this period there were several changes, namely the evolution from the Nova Center for Social Impact to the LFI, a merger between the former Center and the Leadership & Society Center. The benchmarking analysis was performed

based on the assumption that if the Schools have a Social Entrepreneurship or similar Knowledge Center, that there would be reference in its webpage. This is powerful criteria, once there is a significant importance in the universities online content, once they constitute one of the via for the potential students to get in touch with the Institution and eventually apply. However, this is a limitation once the fact that there is not any evidence of a Knowledge Center, it does not mean that it is inexistent. Originally, there was supposed to be more in-depth interviews, but they were not possible due to unavailability of time of the brand managers of the Center.

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A Work Project, presented as part of the requirements for the Award of a Master Degree in  
Management from the NOVA – School of Business and Economics.

Recommendations for Developing a Brand of a New Nova School of Business and  
Economics Knowledge Center

Joana Eduardo Basílio, 3389

## APPENDIXES

A Project carried out on the Master in Management Program, under the supervision of:

Professor Miguel Alves Martins

Professor Carmen Lages

03.01.2018

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## **Appendix 1 - Interview Guide for Brand Managers**

### **INTRO:**

I would like to start by thanking you for agreeing in doing this interview. As you know, I'm currently doing my master thesis about the branding of the Center of Leadership for Impact, and the purpose of this interview is to gather information and insights about the Center, with the objective of developing its brand. The interview will be conducted by the means of a non-structured interview, which means that I will ask a question that has no right or wrong answer, so I would like you to say whatever comes to your mind about the subject. Additionally, I would like to ask your permission to record our conversation, so I can further analyse it.

### **In-Depth Interview:**

**Intro:** You are the [say designation of the role] of the Center of Leadership for Impact; thus, I would like to start our interview by asking you how you got involved with the Center?

### **Topics to Be Covered:**

#### **Main insights about the Center of Leadership for Impact**

- Why is the “Center of Leadership and Society” evolving to the “Center of Leadership for Impact”?
- What is the most important objective of the Center of Leadership for Impact?
- What are the Center’s most important internal stakeholders?
- What are the Center’s most important external stakeholders?
- What do you want to achieve internally [Nova SBE internal stakeholders]?
- What do you want to achieve externally [Nova SBE external stakeholders]?
- What are the main products that the Center of Leadership for Impact can offer the market today?

- What are the main products that the Center of Leadership for Impact can develop in the future?
- How do the objectives of the Center of Leadership for Impact fit with the School's objectives and mission?
- How do you think that the Center of Leadership for Impact differentiates itself from the other Knowledge Centers at Nova SBE [Nova Finance Center, Nova Healthcare Initiative, NOVAFRICA]?
- How do you think that the Center of Leadership for Impact differentiates itself from the other similar Knowledge Centers in the World?

#### Kapferer's Brand Identity Prism:

[give A4 paper to the respondents with the following image:]



- Relationship (brand relationship with its consumers and what it has to offer them)
  - What would you like the Center of Leadership for Impact's brand to offer to each of the targets?
  
- Costumer Reflection (desired costumer that the brand wants to address)
  - Which would be the ideal representation of each target?
  
- Personality (character that the brand would have if it was a human person)
  - If the Center of Leadership for Impact was a person, what would be the main personality features?
  
- Culture (system of principles and values nourishing the brand inspiration)
  - What are the core values of the Center of Leadership for Impact? Can you name at least three?
  
- Brand Positioning
  - For this stage in its life, what are the main target audiences of the Center?
  - Who do you think that are the main competitors to each target?
  - How do you think that the Center of Leadership for Impact differentiate itself from the main competitors of each target?

**Conclusion:** Thank you so much for your time and your contribution. If it is necessary, I would like to ask you for your availability to any follow up. Thank you once again.



## **Appendix 2 - Interview Guide for Head of Communications Office**

### **INTRO:**

I would like to start by thanking you for agreeing in doing this interview. As you know, I am currently doing my master thesis about the rebranding of the Center of Leadership and Society to the Center of Leadership for Impact, and the purpose of this interview is to gather information and insights about Nova SBE marketing and communication strategy and how the Center of Leadership for Impact as a brand can help that strategy. The interview will be conducted as a non-structured interview, which means that I will ask a question that has no right or wrong answer, so I would like you to say whatever comes to your mind about the subject. Additionally, I would like to ask your permission to record our conversation, so I can content analyse it.

### **In-Depth Interview:**

**Intro:** I would like to start our interview by asking you what is the role of the Communications Office in developing the Nova SBE brand?

### **Topics to Be Covered:**

#### **Nova SBE as a brand**

What is the dimension (benefit sought by stakeholders) for Nova SBE to compete at?

Where can Nova SBE beat the competitors when the target compares them with us?

What do you think is the competitive advantage of Nova SBE?

What is the intended positioning of Nova SBE in the target's mind?

When you think of Nova SBE as a brand, what comes into your mind?

What are the three Nova SBE strongest values?

What are the main 5 characteristics of Nova SBE's organizational culture?

Thinking about visual representations of Nova SBE, which two would you pick as the strongest? Why?

What comes to your mind when you see these elements? (show printed elements)

How would you rate Nova SBE brand image from 1 to 5? Why?

### **Knowledge Centers**

Is there any sort of general guidelines that the Knowledge Centers should follow in terms of branding?

For example, the Center of Economics for Policy was recently launched. Did the name and logo follow any pre-set rules?

### **Center of Leadership for Impact**

Why is it important for the Center of Leadership for Impact to be created?

What do you think is the added value that the Center of Leadership for Impact brings to Nova SBE?

How do you think that the goals of the Center of Leadership for Impact fit in Nova SBE strategy?

How do you think that this Center of Leadership for Impact can help Nova achieve its strategic goals?

**Conclusion:** Thank you so much for your time and your contribution. If it is necessary, I would like to ask you for your availability to any follow up. Thank you once again.

### Appendix 3 - Characteristics of the Respondents and Respective Interviews

<b>Function in the Center of LFI</b>	<b>Area of Expertise</b>	<b>Function in Nova SBE</b>	<b>Date of the Interview</b>	<b>Location of the interview</b>	<b>Duration of the Interview</b>	<b>Language of the Interview</b>
<b>Academic Director</b>	Leadership	Professor	04/12/2017	Nova SBE	20 minutes	Portuguese
<b>Executive Director</b>	Social Entrepreneurship	Assistant Professor Adjunct	24/11/2017	Avenida Ressano Garcia	30 minutes	English
<b>Academic Director</b>	Not-for-profit Marketing	Associate Professor	05/12/2017	Skype Interview	90 minutes	Portuguese
<b>Associate Director</b>	Social Marketing	PhD candidate	05/12/2017	Nova SBE	45 minutes	Portuguese
<b>Strategy Associate</b>	Corporate Finance	Nova alumni	06/12/2017	Avenida Ressano Garcia	35 minutes	Portuguese
<b>NA</b>	Communication	Head of Communication's Office	28/11/2017	Nova SBE	25 minutes	Portuguese

*Source: Author*

#### Appendix 4 – List of Universities Studied

<b>Universities</b>	<b>Country</b>
London Business School	UK
HEC Paris	France
IE Business School	Spain
University of St Gallen	Switzerland
Insead	France
SDA Bocconi	Italy
Iese Business School	Spain
Esade Business School	Spain
Rotterdam School of Management, Erasmus University	Netherlands
IMD	Switzerland
University of Cambridge: Judge	UK
University of Oxford: Saïd	UK
ESCP Europe	FR / GB / DE / ES / IT
Edhec Business School	France
City University: Cass	UK
Warwick Business School	UK
Mannheim Business School	Germany

*Source: Author*